

Staten Island Ferry

NTSB Forum on Safety Culture

Sept, 10
2013



Quick Facts

- Founded 1905
- Owned and operated by NYCDOT
- 22,200,000 passengers CY 2012
- 600 + employees
- 8 passenger ferries
- 35,000 trips per year
- Annual Operating Budget \$100,000,000

F/B Andrew J. Barberi



Vessel Specifications

- Capacity – 6000 (5300)
- Overall length – 310 feet
- Draft – 12'06" Beam – 70'00"
- Displacement – 2700 LT
- Horsepower – 7,200
- Propulsion – VSP – Diesel/Mechanical
- Service speed – 15 knots
- Crew – 15
- USCG Certified ABS classed

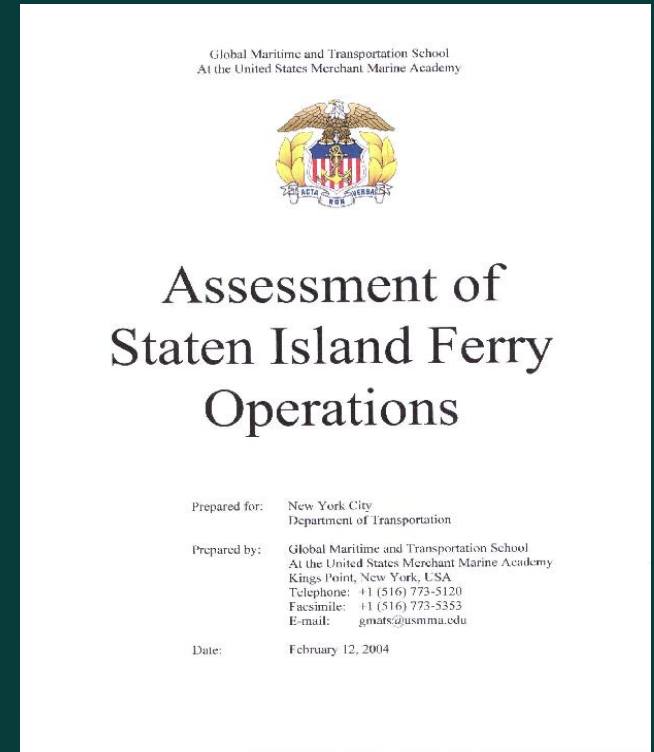
Incident

- October 15, 2003 at 1520 EST
- Vessel allided with Ferry Maintenance Facility Pier
- ~1500 passengers on board
- 11 Fatalities, 70 injured
- Significant damage to vessel and pier

Post Incident

- NTSB investigation
- US Coast Guard investigation
- Justice Department investigation
- Assessment of Staten Island Ferry operation (GMATS)
- Criminal charges
- Civil lawsuits
- Complete restructuring of Staten Island Ferry operations

➤ GMATS Report



➤ Implement Recommendations

- Organizational Restructuring
- Implementation of Safety Management System
- Transition to a maritime industry model

- Organizational Restructuring
 - Chief Operating Officer
 - Increased staffing
 - New organizational model
 - Technical training
 - Operational review and procedures
 - Advanced technology
 - MTSA 2002

- Safety Management System (“SMS”)
 - Implementation team (SMS, USCG, GMATS)
 - Gap analysis
 - Employee training
 - Employee committees
 - Custom designed SMS
 - Employee training
 - Compliance

➤ Organizational Change

- Resistance
- Distrust
- Learning
- Fear
- Outdated and/or bureaucratic processes
- Lack of data
- Resources

- Custom SMS – broad-based buy-in
- Document of Compliance issued by ABS October 2005
- Event Tracking System
- Improved across-the-board metrics (crew performance & training, maintenance outcomes and LTI)
- Professional pride

Document of Compliance

Certificate No.: 32146-J447364031

VOLUNTARY DOCUMENT OF COMPLIANCE CERTIFICATE

Issued for voluntary compliance with the requirements of Title 33, Code of Federal Regulations (CFR), Part 96 Subpart B, under the authority of:

THE UNITED STATES OF AMERICA

by the: **AMERICAN BUREAU OF SHIPPING**

Name and address of the Company: **NEW YORK CITY, D.O.T., STATEN ISLAND FERRY**

1 BAY STREET

STATEN ISLAND NY 10301 United States
(omit subpages 1-13 of the CSM Code)

THIS IS TO CERTIFY THAT that the Safety Management System of the above named company has been audited and complies with the requirements of 33 CFR 96, Subpart B. ~~Any exceptions or interpretations that have been allowed in violation of the specified requirements in 33 CFR 96 are listed on pages 3 and 4 of this certificate, for the types of ships listed below (delete as appropriate):~~


~~Passenger Ship~~
~~Passenger High-Speed Craft~~
~~Cargo High-Speed Craft~~
~~Oil Carrier~~
~~Oil Tanker~~
~~Chemical Tanker~~
~~Gas Carrier~~
~~Mobile Offshore Drilling Unit~~
~~Other: Cargo Ship: Specialty Ship Type~~

THIS DOCUMENT OF COMPLIANCE is valid until 04 March 2006, subject to periodical verification.

Completion date of the audit on which this certificate is based: 04/OCT/2005

Issued at: Staten Island, New York
(place of issue of the document)

Date of Issue: 04 October 2005
(day-month-year)

 **ABS**

Paul B. Gervasio MSK
Greenwood, Paul B., New York/New Jersey Port
(If given, name of the duly authorized official issuing the certificate)

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➤ Right tools for the job

- Commitment and resources
- Education & training
- Input and communications
- Professionalism
- Expectations
- Accountability
- Recognition
- Leadership
- Good, objective data
- Procedures specific to the operation

Adequate Resources



➤ Safety is all about –

- Managing risk
- Continual improvement
- Adequate resources
- Good communications
- Root cause analysis
- Objective metrics and data
- Leadership and organizational buy-in

➤ And safety must permeate the organization to achieve good outcomes and safe operations

Staten Island Ferry





Questions?



Thank
You